



The 2019-20 Focus

District & Administrative Goals
September 24, 2019

Goal Structure and Hierarchy

Model for District Goal Development & Implementation

Goal Hierarchy

1. Strategic Plan
 - a. District goals & objectives
 - i. Building/department goals

Goal Structure & Process

- All goals are aligned with the Strategic Plan
- Overarching District goals are supported by school/department-based goals and action plans
- School/department goals will be shared via report format
- District goals updated at year's end

All Future Work Will Be Aligned with our *Vision for Tomorrow*

To achieve its mission and vision, and to provide for the future of its students, the Irvington Union Free School District will:

1. Provide students with a rigorous, comprehensive, enriched and diversified curricula that will prepare students to achieve their personal best, and will integrate technology in their learning.
2. Encourage innovation, creativity and risk taking to inspire a dynamic learning environment.
3. Foster the social and emotional growth of all students and promote a culture where students are active participants in society.
4. Support educators through targeted professional learning and opportunities for collaboration.
5. Strengthen local connections to and ownership of our schools.
6. Ensure the fiscal health of the district and provide for a high quality learning environment.

Strategic Plan: *Our Vision for Tomorrow*

Our Mission for Today

The mission of the Irvington Union Free School District is to create a challenging and supportive learning environment in which each student attains his or her highest potential for academic achievement, critical thinking and lifelong learning.

Our schools encourage the discovery and development of students' individual strengths, skills and talents, and foster social and civic responsibility.

Our Vision for Tomorrow

A community (educators, students, parents, community members) that fosters curiosity, understanding, innovation, compassion, creativity, social-emotional well-being, academic excellence and achievement.

A culture that acknowledges and respects individual differences and provides for varied opportunities for teacher and student learning and innovation.

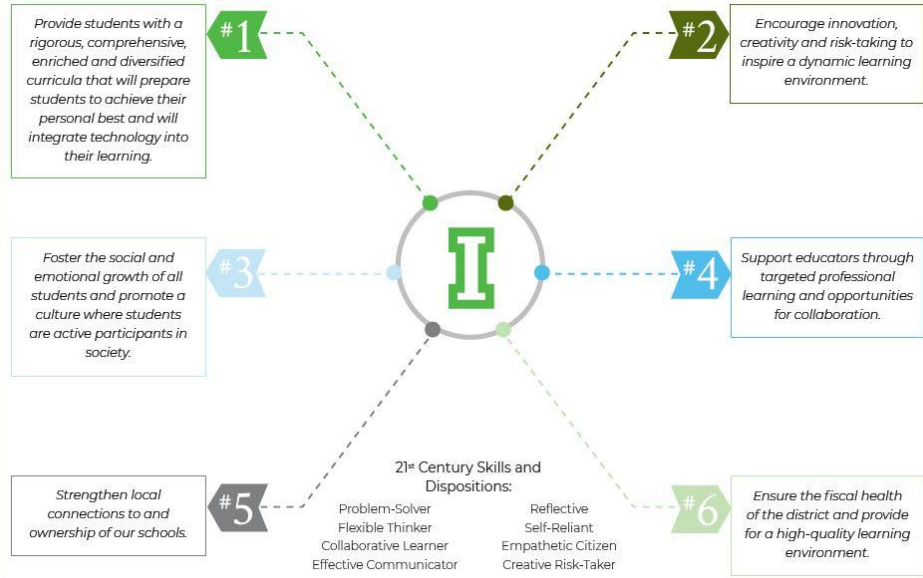
Schools that provide local-to-global learning experiences through an in-depth, broadly defined and interdisciplinary curriculum, supported with meaningful teaching practices and service opportunities.

Students who demonstrate their learning through varied and diverse learning and assessment opportunities that measure valued knowledge, skills and dispositions and attend to their needs, passions, strengths, interests and learning styles.



IRVINGTON UNION FREE SCHOOL DISTRICT

The Strategic Objectives will serve as a foundation of all aspects of District and Board of Education work. Critical decision making such as budgeting, program development and facility enhancement shall be aligned with the District Mission and Strategic Objectives. To achieve its mission and vision, and to provide for the future of its students, the Irvington Union Free School District will:



2019-20 Goal Overview

Focus #1: Strategic Leadership: Implementing *Our Vision for Tomorrow*

- Objective A: Advancing the Strategic Plan
- Objective B: Identify opportunities to increase stakeholder engagement
- Objective C: Enhance communication to engage, inform, and educate District stakeholders while enhancing the District brand.

Focus #2: Instructional Leadership: Curriculum and Instruction

- Objective A: Implement instructional practices that elevate student thinking and understanding
- Objective B: Develop a balanced assessment system that measures students' content knowledge, skills, and dispositional thinking
- Objective C: Increase the use of data to inform instruction and planning

Focus #3: Financial and Operational Leadership

- Objective A: The Business and Operations initiatives shall support the Strategic Plan and the District's finances and operations

Focus #1: Strategic Leadership: Implementing Our Vision for Tomorrow



Focus #1 - Objective A: Advancing the Strategic Plan

Outcome	Key Activities and Strategies	Supporting Evidence	Strategic Objective Alignment	Timeline
<i>Advancing the Strategic Plan to provide for the implementation of our Vision for Tomorrow</i>	Update long-range staffing plan to support the implementation of the Strategic Plan	Presentation of needs that support the implementation of our <i>Vision for Tomorrow</i> ; Budgetary recommendations to reflect need and goals	1-6	October - December 2019
	Develop and Publish Professional Development Plan	Newly developed plan model to outline professional development objectives, needs, and goals	1, 2, 3, 4, 6	Winter 2019
	Update District Technology Plan	Updated plan to outline future objectives, needs, and goals	1, 2, 3, 4, 6	November 2019 - May 2020
	Develop District Data Plan	Plan published that outlines objectives for current and future use of data	5	November 2019
	Publish Strategic Plan updates for the BOE and community	Targeted communications designed to educate community on the <i>Vision for Tomorrow</i>	5	Ongoing

Focus #1 - Objective B: Identify opportunities to increase stakeholder engagement

Outcome	Key Activities and strategies	Supporting Evidence	Strategic Objective Alignment	Timeline
<i>Identify opportunities to increase stakeholder engagement</i>	Superintendent to continue to host coffees with constituents possibly including: community, staff, and secondary students	Promotion and facilitation of coffees	5	2019-20 school year
	Enhance reporting/communication for critical or sensitive matters	Launch of Anonymous Alerts System	3, 5	November 2019
	Formulation of stakeholder committees to inform District practices	Dress Code and Sustainability committees to be formed	2, 5, 6	Fall 2019
	Continued alignment of District work to align with the Strategic Outcomes as will be seen through BOE workshops & discussions and budgeting process	Continued linkage to the plan through District programs, presentations, initiatives, etc	1-6	2019-20 School Year

Focus #1 - Objective C: Enhance communication to engage, inform, and educate stakeholders while enhancing the District identity.

Outcome	Key Activities and strategies	Supporting Evidence	Strategic Objective Alignment	Timeline
<i>Continue to enhance communication to engage, inform, and educate District stakeholders while enhancing the District brand.</i>	Continue to add content and resources to the District website	Continued development of the website through the addition of content and resources	5	2019-20 School Year
	Assess District communications methods	Administration of community survey and analysis of results	2, 3, 5	Winter 2019-20
	Stakeholder meetings for capital project feedback; invitations for related committees	Facilitation of public meetings and formulation of committees	5, 6	2019-20 School Year

Focus #2: Instructional Leadership: Curriculum and Instruction



Focus #2: Objective A: Implement instructional practices that elevate student thinking and understanding

Outcome	Key Activities and strategies	Supporting Evidence	Strategic Objective Alignment	Timeline
<i>Implement instructional practices that elevate student thinking and understanding</i>	Alignment of assessments within unit planners (stage 1 and 2)	Unit planners will include aligned assessments for all units	1, 2, 3, 4, 5	June 2020
	Enrich learning through Early World Language Programming	Implementation of 3-5 EWL; Budgetary Recommendation for program expansion	1, 2, 3, 4, 6	2019-20 School Year; March 2020
	Development of an action plan, including the identification of needs, to implement an aligned approach to K12 Social and Emotional Learning (SEL).	Professional development and targeted learning experiences at each school; Finalization and implementation of the K-12 School Counseling Plan; Identification of future needs and budgetary recommendations	1, 2, 3, 4, 6	2019-20 School Year; March 2020

Focus #2 - Objective B: Develop a balanced assessment system that measures students' content knowledge, skills, and dispositional thinking

Outcome	Key Activities and strategies	Supporting Evidence	Strategic Objective Alignment	Timeline
<i>Develop a balanced assessment system that measures students' content knowledge, skills, and dispositional thinking</i>	Alignment of assessments within unit planners (stage 1 and 2)	Unit planners will include aligned assessments for all units	1, 2, 3	June 2020
	Develop a plan to promote student thinking through inquiry including the implementation of pilot capstone projects	Plan developed and structures established to support pilot program(s) that can be implemented in 2020-21.	1, 2, 3, 4, 5	June 2020
	Exploration of methodology to assess students' social and emotional needs	Identification of potential methods and pilot implementation	3, 5	2019-20 School Year
	Continue to implement program assessment model	Program assessments performed involving each school and department; Reports produced	1, 2, 3	2019-20 School Year

Focus #2 - Objective C: Increase the use of data to inform instruction and planning

Outcome	Key Activities and strategies	Supporting Evidence	Strategic Objective Alignment	Timeline
<i>Increase the use of data to inform instruction and planning</i>	Development of District-wide data plan	Publication of the plan	3, 4	December 2020
	Targeted Board of Education school visits	School visits to increase understanding of student growth and program implementation	1, 5	Spring 2020
	District and building-level objectives based upon survey data including: feedback, communication, bullying processes, etc.	Enhanced feedback on 2020 survey	1, 2, 3, 4, 5	2019-20 School Year
	Continued expansion of data use at all levels.	Professional learning for instructional leaders; Data-centered school/department activities; Deeper analysis to be integrated into the Student Performance Report; Development of District Data Plan	1, 2, 3, 4	Summer/Fall 2019 November 2019

Focus #3: Financial and Operational Leadership



Focus #3 - Objective A: The Business and Operations initiatives shall support the Strategic Plan and the District's finances and operations

Outcome	Key Activities and strategies	Supporting Evidence	Strategic Objective Alignment	Timeline
<i>The Business and Operations initiatives shall support the Strategic Plan and the District's finances and operations</i>	Update long-range financial plan	Presentation and implementation of plan	5, 6	December 2020
	Enhance Human Resources Functions as recommended in the independent audit	Develop and implementation of action plan	4, 6	2019-20 School Year <i><u>Next Audit 2022</u></i>
	Plan for and implement capital bond project	BOE presentations; committee creation; construction scheduled and commenced	1, 2, 5, 6	2019-20 School Year; June 2020, 2021
	Sustainability committee to provide recommendations to enhance school operations	Committee recommendations influence policy, practice, operations & budget	2, 5, 6	2019-20 School Year; March 2020

The 2019-20 Goal Progress & Updates

Highlights related to goal achievement will be seen through

- Scheduled Board of Education workshops
- Mid-year BOE-administrative roundtable
- End-of-year school presentations
- Published reports
- Newsletter updates and website publications

2019-20 Board of Education Meeting & Workshop Calendar

2019-20 Board of Education Meeting Schedule*

All meetings begin at 7:30 p.m. in the Campus Presentation Room

DATE	REGULAR MEETING TOPIC(S)	DATE	WORK SESSION
July 2 - 6:30 pm	Reorganization meeting		
August 27 - 6:30pm			
September 10	Business Agenda & Committee Reports Discipline Discussion	September 24	Workshop: Goal Presentation Audit Presentation Student Recognition
October 15	Business Agenda & Committee Reports	October 29	BOE Recognition Workshop: Professional Development Student Recognition
November 5	Business Agenda & Committee Reports	November 19	Workshop: Student Performance Report and District Data Use Student Recognition
December 3	Business Agenda & Committee Reports	December 17	Updated Long-Range Financial Plan Student Recognition (Fall sports recognition?)
January 14, 2020	Business Agenda & Committee Reports	January 28	Workshop: BOE-Admin Roundtable/Budget Landscape MS Geo Bee Recognition/MSS Spelling Bee Recognition
February 11	Business Agenda & Committee Reports Presentation: Budget Operations 2020-21 Calendar Discussion		
March 3	Business Agenda & Committee Reports Presentation: Budget Curriculum Calendar adoption	March 17	Presentation: Superintendent's Proposed Budget Discussion Student Recognition
March 31	Budget Discussion		
		April 14	Business Agenda & Committee Reports 2020-21 Budget Adoption
May 5	Public Hearing 2020-21 Budget Business Agenda & Committee Reports Approval of Tenure Presentation: SEL - Developing a District-wide Plan		
May 19	Budget Vote/Member Election		
June 2	Tenure/Retiree Reception (6:30 pm) Workshop: Elementary End-of-Year Presentation Student Recognition (Val/Sal), Other)	June 16	Exec: BOE only Supt. Eval. Workshop: Secondary End-of-Year Presentation
July 7 - 6:30 pm	Reorganization meeting Preliminary 2020-21 Goal Discussion		

Discussion

